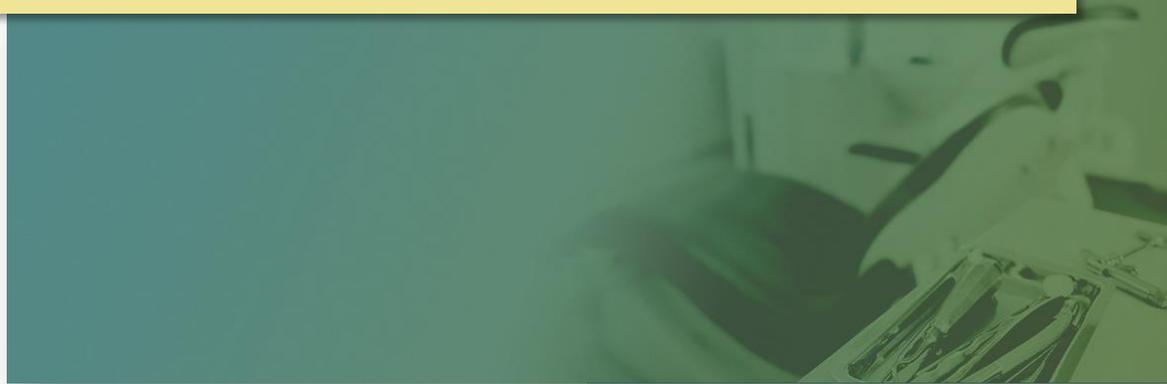


2016 Annual Report



NDEB

The National Dental
Examining Board of Canada

BNED

Le Bureau national d'examen
dentaire du Canada

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Letter to Stakeholders

Dear Stakeholders,

When I was elected President of the NDEB in October 2016, I was both honoured and humbled. It is not an overstatement to say that since I was appointed to the NDEB eight years ago my involvement with this organization has been life changing. Having had limited experience with organized dentistry before that point, I have been continually impressed by the collegial, collaborative, and constructive atmosphere the NDEB fosters.

Accompanying the honour and humility was a fair dose of fear and apprehension. The next couple of years will see some significant changes as we prepare to say goodbye to Dr. Jack Gerrow as Registrar and Executive Director. Dr. Gerrow has served this organization with incredible dedication for over 23 years, and the task of finding a replacement is not to be taken lightly. The Executive Committee spent a significant amount of time planning how to approach the search for Dr. Gerrow's replacement and we are grateful to all those who have helped. In December, the Executive Committee engaged an outside firm, Boyden Canada, to spearhead the search. It is the intent of the Committee to announce that the position has been filled by spring 2017.

At this point, I would be remiss if I did not recognize the contributions of others who have dedicated significant time and energy to the NDEB. Mrs. Margaret Wheaton has served as the NDEB's Public Representative for the past six years, ending her second term in October 2016. During her terms, she has provided insight into the NDEB's examination and assessment processes as a member of the Examinations

Committee, and has contributed view point from outside the field of dentistry.

Also in October 2016, Dr. Melanie Wood and Dr. Pierre Duquette completed their terms as Chief Examiners for the Assessment of Fundamental Knowledge and Assessment of Clinical Judgement respectively. Drs. Wood and Duquette have devoted many years to this organization and I cannot thank them enough for their invaluable contributions to the examination and assessments processes.

This year also marks the end of Dr. William Judson's term on the Executive Committee as Past President and as the Board Member from Prince Edward Island. It has been a pleasure working alongside Dr. Judson and I look forward to working with him again as he begins his appointment to the Appeals Committee.

Lastly, I would like to extend a warm welcome to the NDEB's new Board Members, Drs. Anne Charbonneau and Martin Gillis from the Commission on Dental Accreditation, Dr. Ron Yarascavitch from the Royal College of Dental Surgeons of Ontario, Dr. Alan Robinson from the Dental Council of Prince Edward Island, and Ms. Polly Pachu as the Public Representative.

Looking ahead, it seems that 2017 will once again be defined by change. While change can present challenges, with the current supports in place, I am confident that the NDEB will have a positive and productive year.



A handwritten signature in black ink that reads "Doug Mackey".

Dr. Doug Mackey
President

Message from the Executive Director

The rapid growth the NDEB has experienced since the establishment of the Equivalency Process in 2011 has started to level off, but the decision to administer each of the assessments twice a year continues to put demands on the NDEB's resources. In 2016, the NDEB entered into a contract with the Business Sherpa Group to provide finance and human resources services on a part-time basis. These services have streamlined procedures and eliminated the requirement for a full time Director of Finance and Director of Human Resources.

In the fall of 2015, the NDEB adopted a new three-year strategic plan. Since then, the staff and Executive Committee have focused their efforts on the strategic initiatives identified in the plan. NDEB staff has updated the responsibility assignment to align with the revised structure and meets quarterly to monitor and evaluate progress against the initiatives identified in the plan.

In 2016, the operating surplus was remarkably close to the budgeted amount and was a large improvement from the operating deficit last year. With a number of significant one-time costs coming out of Internally Restricted Funds there was a slightly larger net deficiency than budgeted. The Finance and Audit Committee has worked diligently to develop options for ensuring long-term stability.

In October 2016, the NDEB held a standard setting workshop to establish revised passing standards for the Assessment of Fundamental Knowledge (AFK) and the Assessment of Clinical Judgement (ACJ). Revised passing standards will be recommended to the Board at the 2017 Annual Meeting.

The NDEB continues to take steps to help preserve the integrity of its examinations and assessments including changing assessment procedures, sending NDEB staff to every examination/assessment site, and limiting the types of material examinees are allowed to bring to examinations, assessments, and typodont viewings.

The last few years have been an extremely intense, challenging time as the NDEB grew exponentially and experienced issues associated with the growth. Moving forward, there are major decisions to make such as how to implement the

Virtual OSCE, which direction our multiple databases should follow including how to handle electronic document management and selecting communications strategies for increasingly diverse and complex stakeholders. These

decisions will affect the long-term success of the NDEB and should be made in conjunction with the NDEB Board by the individual/individuals who will be responsible for implementing the decisions. After careful consideration, it became obvious to me that I cannot be that individual and therefore I gave the NDEB notice of my intent to retire. The NDEB has been a significant and rewarding part of my life. It has been an honour to work with so many talented and dedicated people over the years. I know that the NDEB will continue to be a progressive and respected organization.

I know that the NDEB will continue to be a progressive and respected organization.



Dr. Jack D. Gerrow
Executive Director & Registrar

Year in Review

Governance

In October 2016, the Board approved a number of changes to the By-laws including the addition of an independent Certified Chartered Accountant to the Finance and Audit Committee and significant changes to the election process for committee members. The newly adopted By-laws also outline the ramifications for individuals engaged in fraud or misconduct and include the ability to revoke the NDEB Certificate.

In early fall, the Nominating Committee canvassed and consulted with members of the Board to determine nominees for NDEB Standing Committees and the Public Representative position. Elections were held during the 2016 Annual Meeting and NDEB Committee members were appointed. The NDEB held a mail vote for the Public Representative in November 2016.

Over the last few years, there has been a small decrease in the number of participants taking the assessments. This coupled with a few significant one-time expenses, resulted in the NDEB drawing on its reserve funds. In September, the NDEB was served with a Judicial Review Application and several other participants have retained legal counsel with respect to their ACS results. In light of these and other circumstances, the Finance and Audit Committee spent significant time reviewing the NDEB's five-year financial projections and examined areas in which it could reduce costs. In order to cover legal costs and the ongoing operational costs of administering the examinations and assessments, the NDEB projects an annual fee increase over the next five years. The Finance and Audit Committee also recommended minor changes to the NDEB's financial policies that were approved at the Annual Meeting.

Communications

The NDEB recognizes the importance of communication with all of its stakeholders. In order to meet the rising demand for information and transparency, the NDEB has established a Communications Department. The Communications Department provides support to all operational areas of the NDEB, while focusing on stakeholder communications and meeting and workshop planning. The department is currently undertaking initiatives to improve, develop, and implement communications strategies with all stakeholders, including applicants, participants, and candidates.

The NDEB continues to work with the Dental Regulatory Authorities (DRAs) to ensure that the examination and assessment processes are fair and transparent. The NDEB has assisted, and will continue to support, the DRAs in providing accurate information to provincial Fairness Commissioners.

The NDEB launched its new website and created the NDEBulletin in January 2016. With over 1500 subscribers, the NDEBulletin is a tool used in conjunction with the NDEB news section of the website to broadcast NDEB information to a diverse audience. Subscription to the NDEBulletin is optional and accessible via the NDEB website.

Assessments and Examinations

Certification Process

In 2016, the NDEB administered the Written Examination and OSCE three times in various locations across Canada, the United States, Australia, and Ireland. Registration for the 2017 examinations opened in the fall of 2016. Registration is expected to decrease for the March administrations, as the University of Minnesota no longer requires its final year students to take the examinations. The pass rate over the past year remains within the normal range (Table 1). In 2016, the NDEB certified 1010 dentists.

Certification Process Pass Rate - 2016		
Examination	# of candidates	% pass
Written	1262	87
OSCE	1229	93

Table 1

Equivalency Process

In 2016, 1093 individuals applied to participate in the NDEB Equivalency Process. The number of applications to the Equivalency Process has remained relatively consistent over the past four years (Figure 1)

The Assessment of Fundamental Knowledge (AFK), Assessment of Clinical Skills (ACS), and Assessment of Clinical Judgement (ACJ) were administered twice in 2016 in multiple centres across Canada, in New Zealand, United Kingdom, and Hong Kong. The pass rates for the assessments are shown in Table 2.

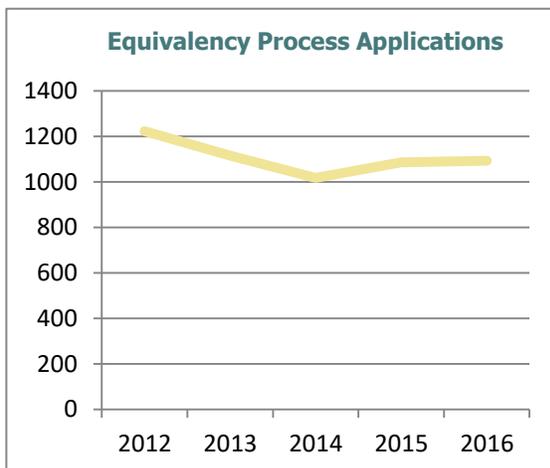


Figure 1

Equivalency Process Pass Rate - 2016		
Assessment	# of participants	% pass
AFK	1238	51
ACS*	373	39
ACJ*	358	76

* June assessments only

Table 2

ACS Appeals

The number of participants taking the Assessment of Clinical Skills (ACS) has increased from 482 participants in 2013 to 750 participants in 2016. With the increased numbers comes an increased demand on the NDEB resources, particularly concerning appeals. To meet these demands, the NDEB routinely hires part-time employees to monitor typodont viewings.

The ACS Appeals Committee met six times in 2016 during which they reviewed 267 appeal submissions from the December 2015 and June 2016 ACS. A summary of the appeals is found in Table 3.

Appeal Date	Assessment Date	Total	Result
March 2016	December 2015	53	14 upheld 39 dismissed
April 2016	December 2015	58	9 upheld 49 dismissed
May 2016	December 2015	25	3 upheld 22 dismissed
September 2016	June 2016	65	7 upheld 58 dismissed
November 2016	June 2016	54	2 upheld 52 dismissed
December 2016	June 2016	1	0 upheld 1 dismissed

Table 3

The appeals process is continually evolving. Over the past year, the NDEB has begun to digitize all appeal documents, allowing for the electronic transmission of documents to both participants and Appeals Committee members. This has significantly reduced the time it takes to prepare appeal documentation for both participants and Appeals Committee members. The NDEB has also committed to recording and analyzing more appeal and typodont viewing data. This will be valuable when examining the ACS process including the calibration component of the ACS evaluation and appeals process.

In order to protect the integrity of its evaluation processes, the NDEB also regularly monitors trends and changes in technology that may be used to assist examinees in cheating or defrauding the system.

DSCKE

Prior to 2016, the Dental Specialty Core Knowledge Examination (DSCKE) was administered once a year. In 2016, the NDEB began administering the DSCKE twice a year at the NDEB office. This past year, participation in the DSCKE was slightly higher than in the past five years (Table 4). Combined, the February and September administrations had 25 participants. As in the past, the majority of the DSCKE participants specialize in orthodontics.

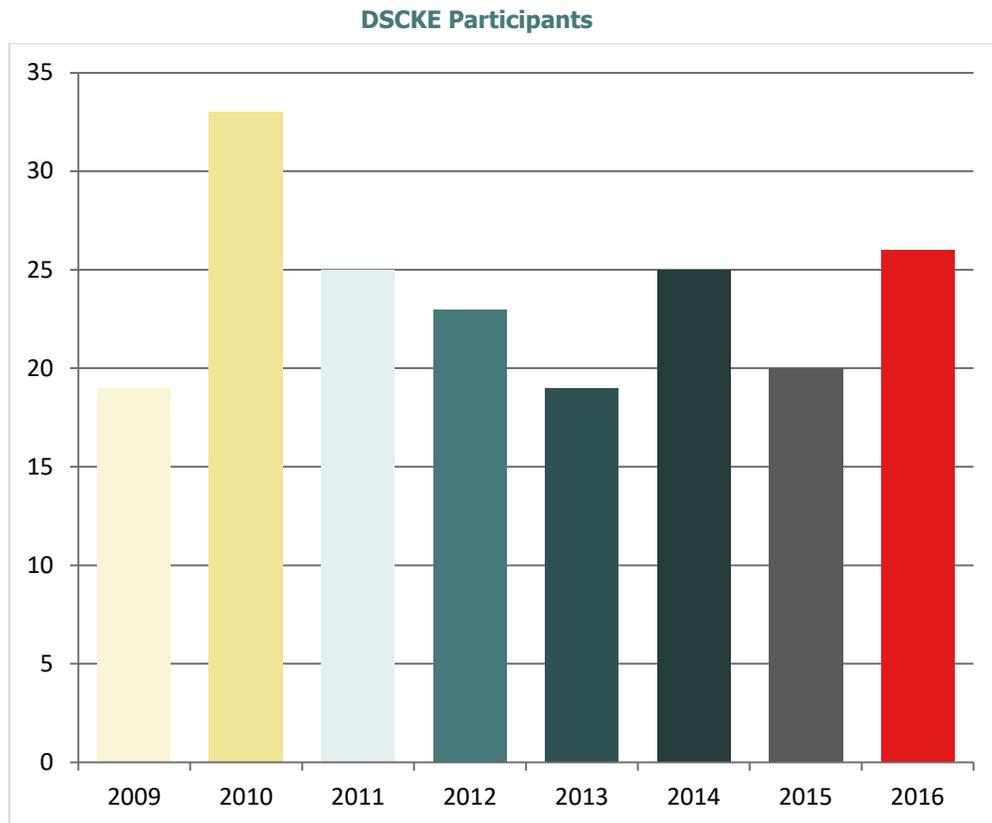


Table 4

DSCKE Stats 2015 – 2016		
Administration	Range	Mean Score
September 2015	65 – 86	73.5
February 2016	52 – 91	78.85
September 2016	64 – 95	80.5

Table 5

Virtual OSCE

In 2013, the NDEB began investigating the concept of electronic delivery for its assessments and examinations. While the NDEB's Written Examination and OSCE are internationally recognized as valid, reliable, and fair testing instruments for evaluating the competencies of beginning dental practitioners they have limitations. In an evolving profession, where sophisticated technology is present in all areas of dentistry, the NDEB made the decision to develop a single examination to replace the Written Examination and OSCE and deliver it electronically. Development of the Virtual OSCE is now well underway with an expected implementation date in 2020. In 2016, the Examinations Committee recommended that the Virtual OSCE be completely computer or tablet based, with no physical models. The NDEB is currently investigating delivery mechanisms that will ensure reliability and consistency in examination sites across Canada and abroad.

This year, seven Virtual OSCE Question Development Workshops were held. Frameworks are being used to ensure consistency of the questions. The frameworks that have been developed are similar to OSCE templates except they contain an unlimited list of possible distractors. Content experts build frameworks, and workshop attendees are asked to bring cases and media (photos, radiographs, and 3D models) that match pre-developed frameworks resulting in high quality questions added to the Virtual OSCE question bank regularly. In addition, the provisionally approved blueprint is being used to help decide on subject areas for future workshops.

Research

The NDEB's Research Committee meets annually to provide input on NDEB documents such as the Technical Manuals, and to propose and conduct various research projects. Most recently the Committee drafted a post examination/assessment survey, created a research framework for a concurrent validity study, and reviews data collected for the integration into practice study.

In 2012, the NDEB and Alpine Testing Solutions conducted a study on the impact of releasing the Written Item bank questions on the website. This past year, two articles were published based on the results of this study.

Dr. Chad Buckendahl of Alpine Testing Solutions and Dr. Jack Gerrow wrote an article titled *Evaluating the Impact of Releasing An Item Pool On A Test's Empirical Characteristics*. The article was published in the Journal of Dental Education in October, 2016.

Dr. Jack Gerrow, Amanda A. Wolkowitz from Alpine Testing Solutions, and Susan L. Davis-Becker from 2ACS Ventures wrote a paper titled *Releasing Content to Deter Cheating: An Analysis of the Impact on Candidate Performance*. The paper was published in the Journal of Applied Testing Technology 2016.

Looking Ahead

The NDEB's strategic plan emphasizes the importance of strengthening communications with its various stakeholder groups. As part of this initiative, the NDEB will be implementing a post examination/assessment survey to gauge the experience of examinees participating in the examinations and assessments. This survey will gather information about the test experience from initial communication and registration through to administration and should provide valuable insight for the NDEB. The post examination survey is expected to be pilot tested in 2017.

In 2015, the NDEB conducted a practice analysis to determine the knowledge, skills, and abilities (KSAs) required of a beginning dental practitioner in Canada. The results of the practice analysis were then used to revise the blueprints for the NDEB's examinations and assessments. In 2017, the NDEB will be looking at the requirements for the Assessment of Clinical Skills (ACS) and determining if changes need to be made for future administrations.

The NDEB has commenced discussions with the Manitoba Dental Association (MDA) regarding the creation of central document repository. A one point of entry system for individuals is a federal and provincial government initiative and supported by fairness commissioners across the country. The NDEB is willing to assist the MDA and other provincial dental regulatory authorities with access to information to facilitate the licensure of dentists across the country. Over the next year, the NDEB will work with the MDA to finalize the agreement and establish an implementation plan including communication with applicants regarding permissions for sharing information.

The current online registration systems for the Certification Process and Equivalency Process were launched in 2010. As the NDEB continues to evolve, it became apparent that both the current online registration system and internal database no longer meet the needs of the organization. In 2017, the NDEB will work with BrightLink Technologies to develop a new online registration portal for graduates of accredited and non-accredited dental programs, and non-accredited specialty programs that will replace both the internal and external database systems. The NDEB expects the new online portal to be active by the end of 2017.

In January 2016, the NDEB launched its new website. Moving into 2017, the website will undergo a series of enhancements based on user feedback. Of particular interest will be the addition of a required documents by country section for Equivalency Process applicants. After an in-depth investigation, the Credential Verification and Program Services Department compiled a list of specific documents applicants are required to submit based on the country of graduation. To facilitate application to the Equivalency Process this list will be provided to applicants prior to submitting their documents. The NDEB intends to start with the addition of the top twenty countries from which it receives applications with the intent of adding countries regularly as information is verified.

Who are we?

Established by an Act of Parliament in 1952, The National Dental Examining Board of Canada (NDEB) is the organization responsible for establishing and maintaining a standard of competence for dentists in Canada.

Mission

To serve the Canadian public, dental regulatory authorities, and dental education institutions by providing a valid and reliable evaluation of competence for dentists in Canada.

Vision

To be the leader and respected authority in reliable and valid certification processes for general dentists.

Values

Integrity, objectivity, reliability, validity, fairness, ethicality, proactivity, transparency, and innovation

Strategic Priorities

In 2015, the NDEB adopted a new three-year strategic plan. The plan focuses on strategies in the areas of governance, communications, examinations/assessments, accreditation standards and reciprocal agreements, and credential verification.

Governance

- Provide financial stewardship.
- Monitor the implementation of strategic initiatives, and revise implementation plan as required.
- Maintain human resources processes consistent with legislative requirements and industry standards.

Communications

- Improve communications with Board members, chief examiners, and staff.
- Improve communications with dental profession.
- Develop strategy to communicate with federal and provincial governments.
- Represent the NDEB at the international level.
- Implement appropriate and effective public relations strategy.
- Improve communications with applicants, participants and candidates.
- Strengthen relationships with CDRAF, DRAs, ACFD, CDAC, FCDSA, and RCDC.
- Enhance a productive working relationship with CDA.

Examinations/Assessments

- Continue to promote validity, reliability and fairness of all examinations/assessments.
- Provide increased security for all examinations/assessments processes (development, administration, scores).
- Improve efficiency of examination and assessment processes.
- Develop and implement the new comprehensive integrated examination as a replacement for the Written Examination & OSCE.
- Develop and implement electronic delivery for AFK and ACJ.
- Review ACS appeals process.
- Review ACS requirements.

Accreditation standards and reciprocal agreements

- Support CDAC efforts to review and revise the dental accreditation process in Canada.
- Review the equivalence of accreditation processes recognized through reciprocal agreements.

Credential verification and examination/assessment services

- Continue implementing the best practices in credential verification.
- Facilitate access to examinations and assessments.

NDEB Board

The NDEB Board is composed of 12 members. Each Provincial Dental Regulatory Authority (DRA) appoints one member and two members are appointed by the Commission on Dental Accreditation of Canada (CDAC). In 2002, it was identified that there was a need for public representation on the Board. Due to existing legislation, the Public Representative is a non-voting member of the Board.

The Board meets two times a year in Ottawa.

Board Members 2015 – 2016

Sneha Abhyanakar, Member – Newfoundland and Labrador



- Practicing dentist
- Member of the NL Dental Association Continuing Education Committee
- Past President, NLDA
- NLDB member

Anne Charbonneau, Member – CDAC



- Practicing dentist
- Professor, Faculty of Dentistry - Université de Montréal
- ACFD representative to the CDAC

Randall Croutze, Member – Alberta



- Practicing dentist
- CEO and Registrar of the Alberta Dental Association and College
- President of the Canadian Dental Association

Dennis Fuchs, Member – Saskatchewan



- Practicing dentist
- Member of the Mediation Committee of the College of Dental Surgeons
- On the Board of Directors of the Broadway Professional Building Group

Martin Gillis, Member – Nova Scotia



- Practicing dentist
- Registrar for the Provincial Dental Board of Nova Scotia
- CDRAF representative to CDAC

Stefan Haas-Jean, Member – Quebec



- Practicing dentist
- Instructor at the Université de Montréal
- Member of the Professional Inspection Committee of the ODQ

James Richardson, Member – British Columbia



- Clinical Associate Professor at University of British Columbia
- Chair of the CDAC Documentation Committee

William Judson, Past President –Prince Edward Island



- Practicing dentist

Doug Mackey, Vice President/Treasurer – Nova Scotia



- Practicing dentist
- Part time instructor at Dalhousie University Faculty of Dentistry
- Chair of the Mandatory Continuing Dental Education Committee

Amarjit Singh Rihal, Member – Manitoba



- Full time partner at Assiniboine Dental Group
- Clinical instructor and Didactic instructor at the University of Manitoba
- Chair, Commission on Dental Accreditation

Margaret Wheaton, Member – Public Representative



- B.S.P Univ. of Saskatchewan
- Public Representative, College of Dental Surgeons of Saskatchewan
- Past Chair, SCP Licensing and Policies Committee

Mary Ann Wiseman, President – New Brunswick



- Practicing dentist
- President of the Moncton Dental Society
- President of the New Brunswick Dental Society
- Member of numerous Committees of the NDEB MDS and NBDS

Ron Yarascavitch, Member – Ontario



- President of RCDSO
- Practicing dentist

How we work

The NDEB has six standing committees that report to the Board. The Board can establish ad-hoc committees as needed. The Research Committee is currently the only ad-hoc committee.



Standing Committees

Committee membership in 2015/2016 was as follows.

Executive Committee	Mary Anne Wiseman, President Doug Mackey, Vice President/Treasurer Dennis Fuchs, Member James Richardson, Member William Judson, Past President
Finance & Audit Committee	Doug Mackey, Chair Dennis Fuchs, Member James Richardson, Member

Examinations Committee	<p>James Richardson, Chair Dennis Fuchs, Member Stefan Haas-Jean, (ODQ) Member Jane Hursin (ACFD) Member Cristina Ionescu (ODQ) Member Jim Lai (ACFD) Member Robert Love (DCNZ), Member Doug Mackey, Member</p>
By-laws Committee	<p>Doug Mackey, Chair Randall Croutze, Member Sneha Abhyankar, Member</p>
Appeals Committee	<p>Dave Scott, Chair Craig Myers, Vice-Chair Sneha Abhyankar, Member Maureen Bourgeois, Member Marcia Boyd, Member Janice Brennan, Member James Brown, Member Michaela Burley, Member Bruno Cabana, Member David Crocker, Member Paul Downing, Member Gorman Doyle, Member Derek Gaudes, Member Tana Gilmartin, Member William Judson, Member Jaques Laforce, Member Claude Lamarche, Member James Richardson, Member Denis Robert, Member Conrad Sirois, Member Randy Warkington, Member</p>
Nominating Committee	<p>William Judson, Chair Mary Ann Wiseman, Member</p>

Our Team

Executive Team

Executive Director & Registrar	Jack Gerrow
Director of Examinations & Credential Verification	Marie Dagenais
General Counsel & Director of Administration and Governance	Steven Pink
Director of Finance	Jenny Patterson
Human Resources	Christine Desbiens

Operations

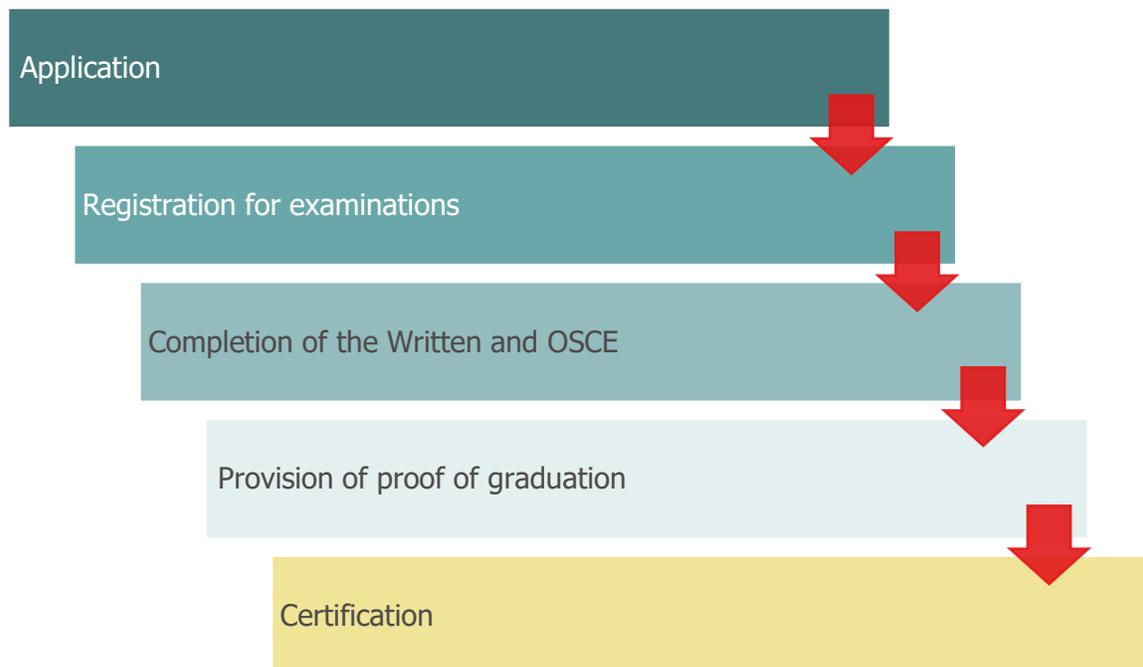
Manager – Examinations	Judy Banke
Coordinator – Examinations	Roxanne Barre
Coordinator, Examinations	Rita Bertola
Team Lead – Program Services	Julia Brown
Assistant – Examinations	Lisette Dean
Coordinator – Assessment of Clinical Judgement	Jennifer Della Valle
Receptionist	Nikki Devine
Administrator – Credential Verification & Program Services	Victoria Dulmage
Electronic Exam Analyst	Karen Frost
Coordinator – Credential Verification	Leah Gunnell
Coordinator – Program Services	Lora Gut
Senior Systems Analyst	Robert Lussier
Accountant	Travis MacCuish
Manager – Communications	Kim Phillips
Manager – Credential Verification & Program Services	Rachel Pyka
Coordinator – Assessment of Fundamental Knowledge	Sophie Raniere
Coordinator – Assessment of Clinical Skills	Sarah Rennick
Coordinator – Program Services, Assessment of Clinical Skills	Lara Sabraoui
Team Lead - Credential Verification	Jennifer Sponchia
Manager – Assessments	Chelsea Worthmann
Information Systems Analyst	Tony Wang

What we do

Certification Process

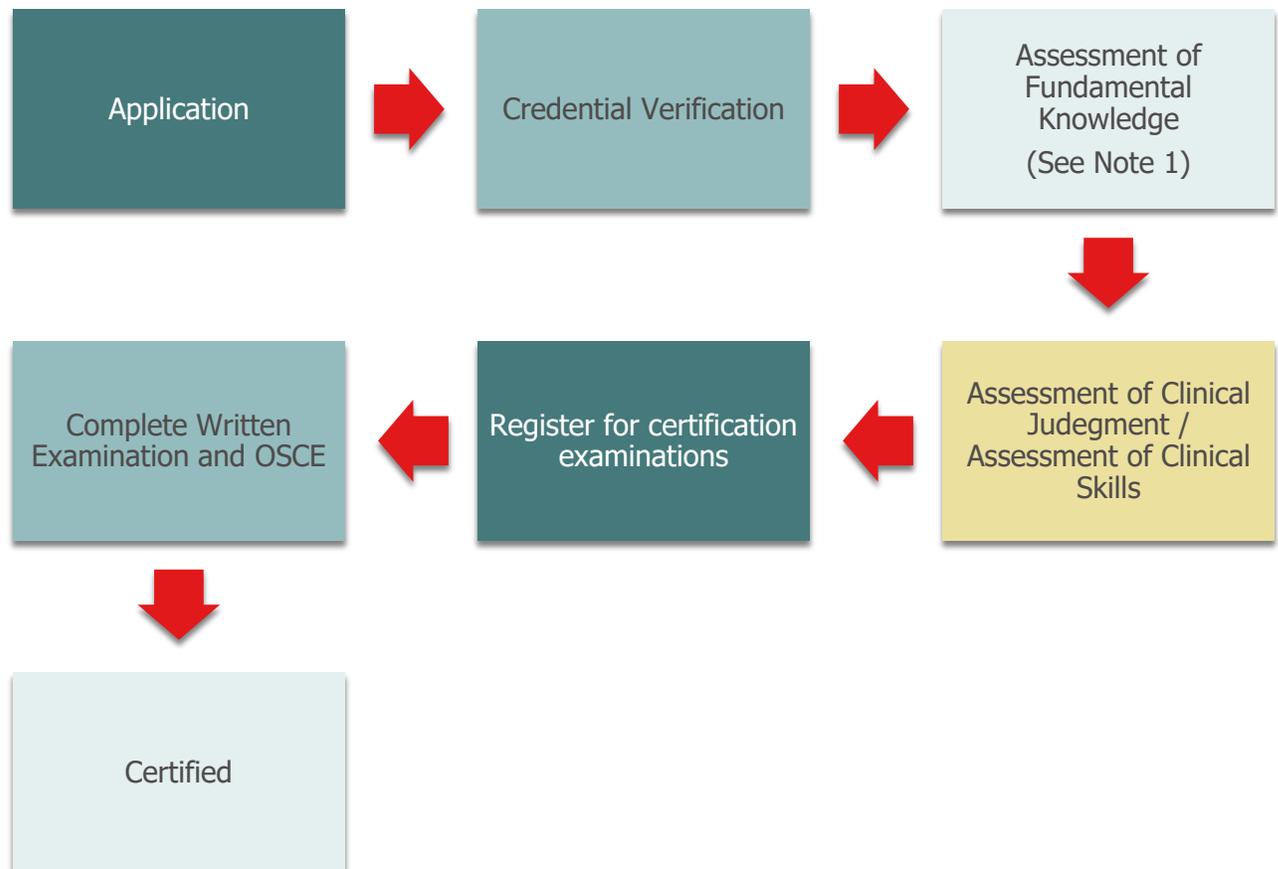
To become a licensed dentist in Canada, graduates of accredited dental programs must successfully complete the National Dental Examining Board of Canada's (NDEB) Certification Process. The Certification Process comprises two examinations; the Written Examination and the OSCE. The examinations are based on the competencies expected of a beginning dental practitioner in Canada. Detailed descriptions of both the Written Examination and OSCE can be found on the NDEB website under [Accredited Programs](#).

Pathway to certification – Graduates of Accredited Dental Programs



Equivalency Process

Graduates of non-accredited dental programs who want to be certified as general dentists in Canada must successfully complete the NDEB Equivalency Process or an accredited Qualifying/Degree Completion Program prior to being eligible for participation in the Certification Process. The Equivalency Process includes three assessments. Details of each of the assessments can be found on the NDEB website under [Non-Accredited Programs](#).



Note 1: The Assessment of Fundamental Knowledge (AFK) is an admission requirement for accredited Qualifying/Degree Completion Programs. Individuals who complete an accredited Qualifying/Degree Completion Program enter the Certification Process as a graduate of an accredited program.

In 2014, the NDEB signed an agreement with the Dental Council – New Zealand to administer the Equivalency Process for graduates of non-accredited dental programs seeking licensure as general dentists in New Zealand. Beginning in 2015, the Equivalency Process assessments could be administered in New Zealand should the minimum number of registrations be received. Canadian Faculties of Dentistry also use the results of select assessments in the Equivalency Process as part of the admission process for the two year Qualifying/Degree Completion Programs. To facilitate this process, the NDEB sends the results of each assessment to faculties of dentistry that offer a Qualifying/Degree Completion Program.

Dental Specialty Core Knowledge Examination

Graduates of non-accredited dental specialty programs who are interested in becoming licensed specialists in Canada may apply to take the Dental Specialty Core Knowledge Examination (DSCKE). The DSCKE is a tool used by accredited specialty programs to evaluate individuals for admission to the Dental Specialty Assessment and Training Programs.

In order to participate in the DSCKE, applicants must show that they have graduated from a dental specialty program in a university that is sanctioned by the government of the country in which it is located to award such degrees. The dental specialty must be one of the nine dental specialty programs recognized in Canada.

The DSCKE is administered twice a year in Ottawa. Detailed information regarding the format and content of the DSCKE can be found on the NDEB website under [Non-Accredited Specialty Programs](#).

Financials

Summary of Financial Operations

The National Dental Examining Board of Canada (NDEB) operates as a non-profit organization. The accounting firm of Collins Barrow conducts the NDEB's financial audit. The audit opinion for fiscal 2015-2016 was unqualified and there were no areas of concern noted during the audit.

In fiscal year 2015-2016, revenues totalled \$9.5 million, the majority of which was derived from application and registration fees for accredited examinations and non-accredited assessments. Revenues increased nearly \$2 million over the previous year as a result of an increase in the number of individuals in most assessments and examinations and an increase in the number of administrations of the Assessments of Clinical Skills (ACS) and Clinical Judgement (ACJ) from one to two per year.

Operating costs totalled \$9 million in 2015-2016, approximately \$900,000 more than the previous year largely due to increased costs required to administer the ACS and ACJ twice during the year. Operating costs are allocated directly to examinations/assessments and administrative costs are allocated on the basis of estimated labour costs to administer the corresponding examination/assessment. A major new initiative, the development of a Virtual OSCE, was started during the year at a cost of approximately \$200,000. The Virtual OSCE is a new comprehensive examination that will integrate the existing Written Examination and OSCE. It will be delivered electronically and will address a number of limitations identified with the current process. Costs incurred in 2015-2016 supported initial planning and development of a blueprint for the Virtual OSCE.

Overall, the final results for fiscal year 2015-2016 indicated a net loss of approximately \$343,000 compared to a budgeted loss of \$258,000. An operating surplus of \$536,000 was realized prior to the drawdown of \$878,000 from Internally Restricted Net Assets (IRNA). Funds set aside for IRNA were used to initiate the development of the Virtual OSCE, as well as internal re-structuring.

Looking forward, NDEB has developed a budget for fiscal year 2016-2017 and a 5-year financial plan. The 2016-2017 budget totals approximately \$10 million and incorporates approved fee increases for the Written Examination and OSCE, as well as the ACJ. The longer term plan incorporates estimates for participation in examinations and assessments and establishes fee increases that will be required to recover costs. The development of the Virtual OSCE will continue to be the most important new initiative over the next few years with cost estimates ranging from \$400,000 to \$500,000 per year. Implementation is currently planned to occur in fiscal 2019-2020, after which the current method of administering the certification examinations, the Written Examination and OSCE, will be eliminated.

The NDEB is also striving to build its Internally Restricted Net Assets (Reserve Fund) to approximately \$7.5 million. The fund is intended to provide funding for general and legal contingencies, examination security, research and development.